

THE CEO EDGE

Issue 67. August 2015 | [Subscribe](#)

How to Build a Highly Engaged Workplace

Interview with MacKay CEO Forums Member, [Lisa Matar](#), President and General Manager, [Eli Lilly Canada](#).

How does employee engagement fit with Eli Lilly Canada's overall vision and strategy?

Employee engagement is key at Lilly. The foundation of our strategy is the Service Value Chain, a theory which proposes that exceptional leadership and engaged, empowered employees who are focused relentlessly on the needs of their customers will produce powerful and sustainable business results.

I think it's easy for employees to feel connected to the importance of our work, since we're in the business of making innovative medicines that make life better for people. The difficulty, in a large multinational corporation, is in making sure people know, and feel confident that leaders know and appreciate, how their efforts contribute to our total progress.

What key strategies and tactics do you use to build employee engagement?

We work to engage people directly in the culture of our company, both as participants and contributors, by prioritizing personal connections. As leaders you need to be transparent, open, and have active participation in making the company a focused, collaborative, challenging and exciting place to work.

We share stories from people taking our medicines or living with the conditions at our quarterly town hall meeting. This reinforces the value of what our employees do every day when they come to work.

And perhaps most importantly, we empower people. We trust (and challenge) people to take full ownership of their area of responsibility. This includes delegating responsibility to the lowest appropriate level in the company, encouraging people to challenge processes when they see a better way of doing things, and recognizing people's accomplishments with our employee rewards system and in our HR



Nancy MacKay, PhD
Founder & CEO

CEO Breakfasts

Sept 23, 2015
Cambridge 7-9am
Accelerating Change

Panelists:

Clement Chan -
Executive Director,
Columbia International
College

Terry Davis - CEO,
Home Hardware Stores
Ltd.

Steve Fletcher
-President, McKeil
Marine Limited

Kurtis McBride - CEO,
Miovision Technologies

*Co-hosted with Deloitte
& CIBC*

Sept 24, 2015
Vancouver 7-9am
Accelerating Change

Panelists:

Jim Case - CEO,
Travelers Financial

processes of developing people over the long term.

How do you measure the return on investment in employee engagement?

We participate in a global, company-wide annual survey that takes the "pulse" of the company. We use these results in conjunction with our business results, as there is a correlation between these factors, which emphasizes the value of the Service Value Chain in our company's guiding philosophy.

What is your favourite book pick on this topic?

Required reading on this subject, in my opinion, includes three items. First of all, the Harvard Business Review article on the Service Value Chain called [Putting the Service-Profit Chain to Work](#). The theory is described as a way of building profitability in service-businesses, but it's more broadly applicable than that: what company doesn't have customers or clients or stakeholders who they serve?

The second item on the list is [Drive: the Surprising Truth about What Motivates Us](#), by Daniel Pink. To his thinking, the primary motivators for people are feelings of autonomy (trusted empowerment), mastery (excellence in achievement), and purpose (an importance to their individual work). He writes about different philosophies for compensation, and the importance of challenge assignments... Worth reading.

Thirdly, I'd recommend [Start with Why](#), by Simon Sinek. If that's too many items on your reading list, watch his [TED Talk](#) on the subject. In those 18 minutes, Sinek shares really useable information on cultivating engagement and on crafting an effective leadership style to authentically connect with people, and their ambitions.

Leadership Tip: CEO Storytelling

Stories are one of the most effective tools a leader can use to influence and persuade others.

[Linda Oglov](#), MacKay CEO Forums Chair and Storytelling Expert, recommends that every leader have 3 strategic stories in their library:

1. Your own personal story - why are you on this planet?
2. The core story of your business - not just chronological facts but why you are in business and who you serve
3. A transformative story - a story you can tell when you need to make a big change in your business

What Great CEO Advisors Do

We recently published our first tip sheet specifically for CEO

Bhawesh Mathur -

CEO, Creation Technologies

David Minnett -

President, Amica Mature Lifestyles

John Simmons - CEO, Carmanah

Co-hosted with Fasken Martineau

Sept 29, 2015

Toronto 7-9am

How to Achieve Exponential and Transformational Growth

Panelists:

Paul Allison -

Chairman & CEO, Raymond James Ltd.

Eric Berke - Co-Founder & Managing Partner, TorQuest Partners)

Bob Fitzgerald - CEO, SCM Insurance Services

Dave Friesema - CEO, Sleep Country Canada

Co-hosted with Raymond James Ltd. & TorQuest Partners

[Email Nancy for details](#)

CEO Awards & Summits
Save the Dates

Tuesday Nov 3, 2015

Vancouver, evening

BC CEO Awards Gala

Join us to celebrate the 2015 BC CEO Award Winners:

Paul Hollands, A&W

Tamara Vrooman, Vancity

John Nicola, Nicola

Wealth Management

Edward Wright, CRH

Medical Corporation

Krista Thompson,

Covenant House

Vancouver

[Tickets & Information](#)

Co-hosted with Business in Vancouver

Advisors, which shares best practices based on our ICASE values: Inspiration, Confidentiality, Accountability, Service, Excellence.

What Great CEO Advisors Do can be downloaded [here](#). Please feel free to pass this on to CEO Coaches & Advisors in your circle.

Forum Fitness Challenge

Challenge your peer group to take our ever-popular [Forum Fitness Challenge](#), led by Dr. Larry Ohlhauser, author of [The Healthy CEO](#). Through simple lifestyle changes and a little peer motivation, you'll feel better, live longer and work at your peak potential. Contact your Forum Chair or [Larry](#) for details.

Monday Feb 1, 2016

Toronto

12noon-late evening

Waterstone Most

Admired Corporate

Cultures CEO Summit

and Most Admired CEO

Awards Gala

An exclusive opportunity for MacKay CEO Forums members! More information regarding registration will be available in the fall.

Co-hosted with

Waterstone

Tues April 12, 2016

Toronto

7am-late evening

Best Managed

Companies Symposium

and Gala

An exclusive opportunity for MacKay CEO Forums members to attend the 1-day CEO Summit or Executive Summit, and the Gala event. More information regarding registration will be available in the fall.

Co-hosted with Deloitte

Contact [Jane Matthews](#) for more details.